PART-TIME PROGRAM IN MEDICAL MANAGEMENT FOR HEALTH CARE PROFESSIONALS
Welcome to the program for the evolving business of health care.

Health care is the largest sector of the US economy and it continues to grow. The industry has entered an era of significant change. Health service leaders must be able to predict, prepare for, and participate in innovations that will have a dramatic impact on the business of health care.

Our unique approach has trained health care leaders for decades.

With a foundation in quantitative analysis, a Simon degree truly represents the science of doing business. Medical Management graduates join an outstanding group of Simon alumni working in diverse industries around the globe. They form an influential network that is grounded in academic excellence and inspired by innovation, research, and quantifiable success.

Peer and faculty engagement drive professional growth.

Our collaborative environment gives you the opportunity to create meaningful relationships with faculty, staff, and fellow students. Study teams benefit from a driven, accomplished cohort and instruction is lead by expert faculty with decades of experience in a highly interactive setting. Let us provide you with the knowledge and expertise to make positive impact on the health care industry with Simon’s MS in Business Administration with a concentration in Medical Management.
Gain the insight to lead an evolving industry.

The Accountable Care Organization (ACO) is a more involved health care model that requires providers to think as insurers in order to deliver high quality care and increase accessibility within the limits of a controlled budget.

Visionary management to address the challenges of accountable care.

ACOs place considerable financial risks on providers, including hospitals and physicians, while rewriting the relationships between insurers, government, providers, and individuals. Providing care within a fixed dollar amount per population will necessitate creative leadership, new efficiencies, health care finance acumen, and strong negotiating skills.

A compelling business skill set to complement your health care expertise.

Medical Management students will find themselves a step ahead, as they acquire the skills needed to understand and succeed in the world of health care reform. From learning new technology for coordinating and streamlining operations, to developing financial and management skills that help assimilate savings and deliver quality care, our graduates are well prepared for the rapidly changing market.

“More than ever before, health care practices need to pay special attention to operations, finance, and competitive strategy. It’s not enough to assume that an experienced clinician will naturally evolve into a respected businessperson. We cannot continue to practice ‘business as usual’ in health care.”

Michael Mendoza, MD, MPH
Medical Director at Highland Family Medicine, Department of Family Medicine, University of Rochester Medical Center
Class of 2012

“Medical school does not adequately prepare physicians who are motivated to improve health care systems, particularly in a changing and increasingly competitive marketplace,” Michael says. Already an expert medical diagnostician, he was looking for the skills to better analyze business and operational challenges. “I was looking mostly for new ideas and perspectives to inform my performance in my current job,” he says. “Simon has helped me to understand the complexity of problems more fully, and I feel more prepared than ever to effect change to solve them.”
Medical Management Program: Designed for working professionals.

Simon Business School’s MS in Business Administration with a concentration in Medical Management is a part-time, 16-month graduate program designed for working professionals who want to develop the skills to better evaluate their organizations, optimize care delivery, and prepare for the next round of fundamental industry change.

Acquire the skills to advance business and medicine.

The rapid change in the health care industry demands an education that generates an immediate return on investment. Our MS program provides health care professionals like you with the skills needed to understand key business issues confronting the industry.

Lasting career impact with minimal schedule interruption.

We focus on developing you into a confident manager and leader who can make vital financial, operational, and strategic decisions for your organization. The program covers key topics such as industry structure and reform, financing, insurance, operations, information technology, and investments. The convenient part-time structure, with evening and weekend courses, allows you to maintain your career and personal commitments while building powerful business and managerial skill sets.

The curriculum is designed around core areas that are especially relevant to health care:

- Quantifying strategy through financial analysis
- Implementing strategy by efficiently managing operations
- Building effective organizations through intelligent work design and incentives
- Analyzing data for decision making
- Developing business plans

You will complete a hands-on, team-based project at a health care organization to apply what you have learned in the classroom.

Class Profile

Recent Student Backgrounds (2010-2014)

- Doctors/Dentists: 21.1%
- Nurses: 19.4%
- Other Clinicians: 19.4%
- Administrators/IT: 20.3%
- Researchers: 10.6%
- Clinical Lab: 9.3%

A typical entering class has an average of more than 14 years of work experience and a wide variety of professions.

“I wanted to broaden my professional horizons and have more opportunities. The program at Simon deepened my business perspective and gave me the tools to continue to expand my career.”

Paula A. Fessler, RN, FNP
Vice President
Emergency Medicine Service Line
North Shore-LIJ Health System
Class of 2014

While working in the Emergency Department at Strong Memorial Hospital, Paula Fessler was acutely aware of health care’s changing environment. “I pursued a master’s from Simon to learn more about business operations and the language that goes along with it,“ she says. “This knowledge improved processes and allowed us to provide excellent patient care in a cost-effective manner,“ she says.

The analytics-based education has also helped Paula land her new executive position. “When I interviewed with North Shore-LIJ Health, my Simon degree was a selling point. Using metrics and identifying barriers will be a key part of creating and maintaining business success,“ she says.
Our curriculum works to strengthen your potential.

The Medical Management curriculum provides a solid foundation in business management through an immersive academic experience that consists of in-class instruction, workshops, case studies, and team projects.

An integrated approach to business and medicine.
The curriculum is presented in a format that delivers core interdisciplinary business skills while simultaneously applying those skills to the health care industry. This is accomplished through pairing Simon Business School core courses with a health sciences management curriculum. The result is a world of business knowledge you can immediately apply to your role in the health care industry.

Benefit from a collaborative classroom experience.
As part of a highly engaged Simon study team, you will draw on the unique insights of your classmates to master the skills and knowledge provided by our expert instructors. The collaborative nature of our program allows you to develop a network of professionals and lifelong friends that will serve as a resource throughout your career. One course meets an evening each week, while the second course meets one weekend per month. Program graduates describe the work outside the classroom as rigorous but doable. The time you will need to invest will depend on your background and learning capability.
Our elite group of worldwide experts.

Simon Business School has one of the most respected faculty in the world, excelling in both teaching and research. Our faculty’s cutting-edge research is frequently published and often cited. Several faculty members also serve as editors of leading journals, some of which are published at Simon Business School. Our professors routinely bring their knowledge and research to the classroom.

Experience that reaches beyond the classroom.

Simon faculty members advise hospitals, accountable care organizations, physician groups, pharmaceutical firms, and consulting firms, and interact with both the business community and regulatory bodies. They serve on boards of health care providers, financial institutions, law firms, and key organizations such as the Securities and Exchange Commission. You will have unparalleled access beyond class lectures, with opportunities to gather helpful advice to bring back to the office.

List of faculty

- **James A. Brickley, PhD**
  - Finance
  - University of Oregon
- **Harry Groenevelt, PhD**
  - Operations Research
  - Columbia University
- **Ronald W. Hansen, PhD**
  - Economics
  - University of Chicago
- **Roy Jones, PhD**
  - Operations, Information and Technology
  - Stanford University
- **Paul Nelson, PhD**
  - Business Administration
  - University of Rochester
- **Samuel Ogie ’01S (MBA)**
  - Director, Simon Health Care Programs
- **Ronald M. Schmidt, MA**
  - Economics
  - The Ohio State University
- **Abraham Seidmann, PhD**
  - Industrial Engineering
  - Texas Tech University
- **Vera Tilson, PhD**
  - Operations Management
  - Case Western Reserve University
- **Heidi Tribunella, MS**
  - Accountancy
  - State University of New York Institute of Technology
- **Gerard J. Wedig, PhD**
  - Economics
  - Harvard University
- **Michael J. Weidner, MBA**
  - Cornell University
  - Former President/CEO, Highland Hospital

**Groundbreaking Research**

Regularly published in top academic journals, Simon’s faculty research relates directly to current, real-world issues facing health care organizations.

**James A. Brickley**
Gleason Professor of Business Administration
Professor Brickley’s research and teaching interests are in the economics of organizations, corporate governance and compensation policy, corporate finance, and franchising. In addition to his academic interests, he has been a consultant to major corporations and not-for-profit organizations on strategy, valuations, incentives, and organizational architecture.

**Abraham Seidmann**
Xerox Professor of Computers and Information Systems and Operations Management
Professor Seidmann has consulted with many of the world’s leading industrial and service corporations. His current research and consulting activities include medical informatics, e-commerce, business process design, optimal resource allocation, and performance modeling for capacity planning and pricing.

**Vera Tilson**
Assistant Professor of Operations Management
Professor Tilson’s teaching interests are in quantitative decision-making and health care operations management. Professor Tilson’s research interests are in health care operations, stochastic scheduling, and supply chain management. She has published articles in numerous management and operations journals.
You will see returns from day one. So will your employer.

Students in our program immediately bring current industry knowledge and actionable ideas back to their organizations. The classroom study, collaboration with other students, and project management skills developed through hands-on learning are often utilized in the workplace. Students learn to streamline processes, improve quality and efficiency, develop new product or service offerings, and create new delivery and financing models.

Science is a business.
A Simon education provides a broader perspective that allows medical and health care industry leaders to more clearly recognize the opportunities and threats facing their organizations. From securing critical funding to developing best practices and managing staff, the Medical Management program will help you look at the business of research, medicine, and health care in a whole new way.

Business is a science.
Simon’s quantitative approach helps you leverage the power of measurable information to minimize failure and recognize success. Our focus on data analysis and economics-driven decision making reflect the fundamentals of the most-trusted scientific method.

Benefits that generate returns from the start.
A more competitive marketplace means health care, medical, and research professionals can no longer rely on intuition to guide their business decisions. Simon’s studied, practical approach to business education provides the skills managers from large complex medical centers to small business owners need to recognize opportunities, secure funding, and market their products and research.

“The Medical Management program helps you build leadership and management skills and develop a useful business vocabulary. More importantly, that learning happens in a supportive environment and offers tools you can apply in your day-to-day job.”

Erin Shope, DMD
Pediatric Dentist
Assistant Professor of Clinical Dentistry
University of Rochester Medical Center
Class of 2014

After Erin Shope began her dental practice, she realized something important was missing. “In dental school and residency, we get minimal background in business and the management of people,” she says. Looking to enhance her skill set, Erin enrolled in Simon Business School’s Medical Management program. “My main goal was not to become a manager or to change my position at the University,” she says, “but to learn the language of business, so that I could help create change and be a more active participant on my team.”
Practical experience with immediate applications.

The Medical Management program builds your business management skills with real world, practical learning. As part of the Simon MS degree, we coordinate a project-based practicum within a health organization to help you strengthen your skill set and professional network.

Go beyond the classroom and make your mark on the industry.

You will complete a team-based project at a health care organization to apply the concepts you have learned in the classroom. Projects are chosen with input from the senior leadership at each organization, with consultation from the program directors at Simon Business School.

Projects that develop solutions to real-world challenges.

- Analyzed multiple options to reduce costs in response to a Medicare initiative to reduce pressure ulcers
- Developed a financial model to analyze the profitability and productivity of laboratory draw stations
- Evaluated the implementation of robotics in hospital pharmacy operations
- Devised a new scheduling protocol for anesthesiologists in electrophysiology procedures, which conformed to emerging best practices and improved the financial performance of the service

MS credit toward the MBA

While, in many cases, the MS degree from Simon will be sufficient for your desired post-graduation career path, you may wish to complete an MBA after finishing the MS degree, either immediately or within five years of graduation. Matriculation into the MBA program requires a minimum 3.1 cumulative grade point average in Simon MS courses taken, as well as meeting other MBA admissions criteria. Students who are admitted for this option will receive credit for a majority of the courses completed while pursuing the MS program.

“...If you want to move your career forward, you are probably going to need a master’s degree—and out of all the master’s that are out there, nothing rings louder than a Simon Business School degree.”

Daniel Parr

Program Administrator
Strong Health Geriatrics
Highland Hospital
Class of 2010

As Dan worked his way through administrative positions at the Medical Center, he began to see another side of the industry. “I knew then, if I wanted to advance my career, I needed to go to Simon. The skill set you learn in the Medical Management program shows you how to generate creative solutions to problems that drive results,” he says.

In his current role, Dan says he primarily deals with “people, processes, and money”—areas where his education helps him every day. “Staffing models, operations issues, and measuring utilization to get rid of waste are all things I learned at Simon,” he says. “I’m thankful for the Medical Management program and everything it’s done for my career.”

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Other Funding Sources

Many University of Rochester employees are eligible for a partial waiver of the tuition costs through the employee tuition benefits program. Other students either receive support from their employer or scholarship support from Simon. More than 75 percent of students seeking Simon scholarship support receive some funding. Need-based educational loans are also available to cover any remaining expenses that are not covered by a scholarship or employee tuition benefit.

Be part of a community of learners.

Simon students are the best of the best. We seek candidates who are motivated, show evidence of leadership and teamwork, and are focused on career and academic excellence. Pursuing a Simon master’s degree is a rigorous and challenging enterprise, but the rewards will last a lifetime.

Join an elite cohort with similar goals and equal drive.

Simon Business School evaluates a number of criteria for admissions, including: the nature and scope of prior work experience, academic achievement, career aspirations, and motivation to succeed in a rigorous program. Our candidates include early career professionals to division chiefs and program administrators with a wide range of experiences.

Let us support your next step to success.

Need- and merit-based scholarships are available for the Medical Management program. We take a holistic evaluation of your potential, considering academic achievements, professional experience, leadership capabilities, and community contributions when determining scholarship awards.

Simon Business School is proud to offer full and partial scholarship support to qualified students. The scholarship application deadline is May 15, with priority given to early applicants.

“I enrolled in the Medical Management program because I realized what I didn’t know about the business side of medicine was holding me back—both in terms of taking care of patients and keeping up with regulatory changes in health care.”

Elizabeth Bostock, MD, PhD
Physician, Obstetrics and Gynecology
Associate Physician Advisor
Rochester Regional Health System
Lead Physician, Rochester General Medical Group
Class of 2014

As an experienced physician, educator, and health care administrator, Elizabeth Bostock knew she needed to learn more about the business aspects of her industry. Responsible for patient care, teaching residents, and managing her organization’s outpatient office, Elizabeth says the things she learned at Simon helped her be a better manager and more than a passive observer to the sweeping changes in her industry. “I really wanted to do the Medical Management program, so that I could be a person who was promoting and shaping health care in this time of transformation,” she says, “rather than a person who was simply reacting to what was going on.”
Ready to apply? Contact our team and learn more today.

Are you a graduate of an accredited four-year college and curious about the Medical Management program? Consider experiencing our program firsthand. Prospective students are welcome to sit in on a weekend class and learn more about Simon.

Application deadlines

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<td>October 15</td>
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Applications will be reviewed on a space-available basis after the May 15 deadline.

Application checklist

- Online application form
- CV or current résumé
- Two required essays
- Unofficial transcripts, scanned and uploaded for each university attended
- One letter of recommendation (submitted electronically); a second letter of recommendation is optional
- $150 application fee*

* Fee waived for individuals who attend a Part-Time Medical Management event. For upcoming events, visit simon.rochester.edu/mmevents

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